

A Call to Action!
"For A Better Tomorrow"

Created by
Upper Valley Residents
A Community Vision
January 24, 2002

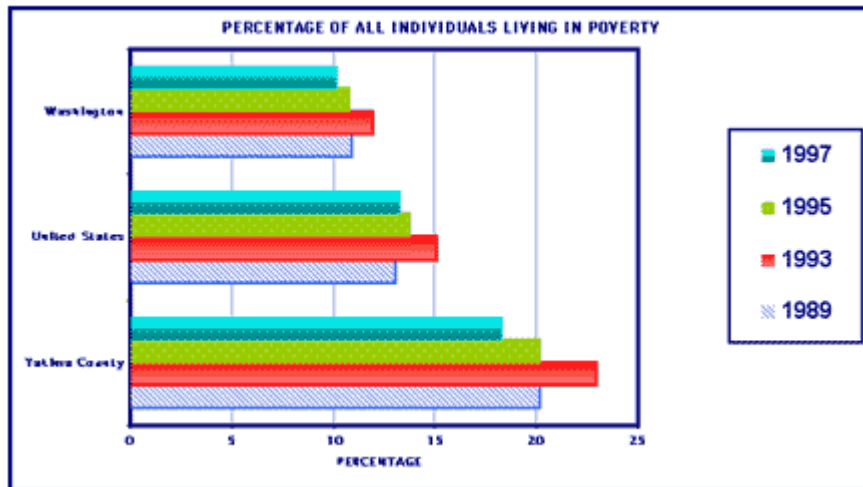
YAKIMA COUNTY CRITICAL INDICATORS

The Strategic Plan has established 6 Core Values, 3 Key Benchmarks, 6 Visions and 124 Strategies to begin to improve the eight critical indicators in the Upper Valley.

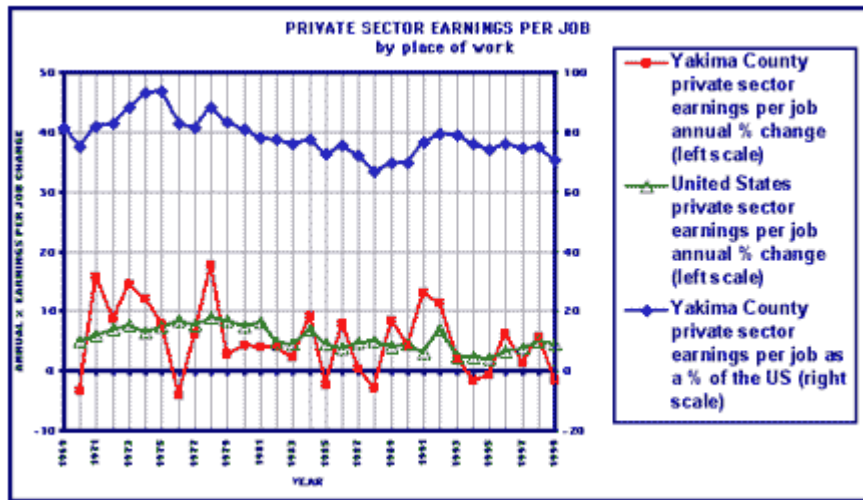
1. Unemployment rate-The Yakima County unemployment rate has been 5 to 6 % above the Washington State rate.



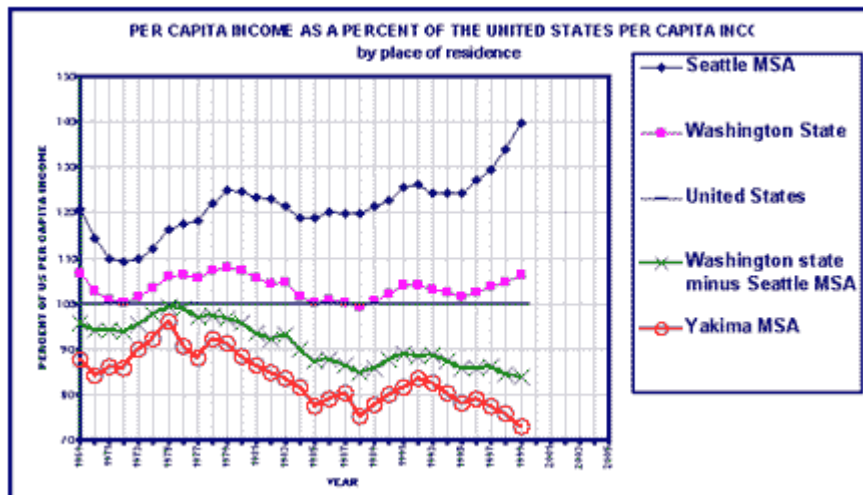
2. Individuals living in poverty- The Yakima County poverty rate declined 4.7% from 1993 to 1997, but was still 8% above the Washington State rate.



3. Private sector earnings per job- Yakima County private sector earnings per job as a percentage of the US declined from 93.5% in 1975 to 70.5% in 1999. (see top line below) The wide-swings in Yakima's annual percentage earnings per job change are mostly a result of even larger changes in farm earnings per job. From 1989-1993, Yakima was above the US average for five years. However, from 1993 to 1999, Yakima was above the US average percentage change in earnings per job in only two years.



4. Personal per capita income is total individual resident earnings divided by the total population. Total earnings include earnings from work, wealth, and government transfer payments. Yakima County has declined 23.1% as a percent of the US since 1975. In 1995, Yakima was 10.8% below Washington State.



5. Net new job growth (full-time and part-time)-From 1980 to 1999, only enough net new jobs were provided for 50% of our young people who were ready to go to work. The shortage of jobs and quality of jobs resulted in out-migration of many of our best-educated and skilled young people.

6. The racial and ethnic makeup of Yakima County has changed dramatically, as shown in the table below. Many people are suggesting that as a result of these demographic changes, there is a critical problem in race relations, inclusiveness and appreciation of diversity. This has been revealed in the Upper Valley Vision Focus Group interviews with 113 people and the September 10, 2001 Community Meeting with over 300 in attendance.

Yakima County of Racial and Ethnic Population Percentage

Ethnicity	1960	1970	1980	1990	2000
Latino/Hispanic			14.8%	23.9%	35.9%
American Indian			3.9%	4.5%	4.5%

Black/African American	1.2%	1.0%	1.0%
Asian	0.7%	1.0%	1.0%
TOTALS	20.6%	30.4%	42.3%

7. The educational attainment of Yakima County residents has not prepared our residents for jobs in the new information age economy.

Yakima County Educational Attainment

Percentage over 25	1960	1970	1980	1990	2000
With High School Diploma				62.1%	66.1%
With 4 Yr College Degree				11.3%	13.7%

8. The farm economy is changing dramatically with a resulting high degree of variation on farm average earnings per job.

"FOR A BETTER TOMORROW" UPPER VALLEY VISION

OUR VISION FOR THE SIX FOUNDATIONS

Before 2022, the Upper Valley:

1. Will be globally competitive in economic development by involving all elements of our community and acting with a sense of urgency for improving the prosperity of all our residents and businesses.
2. The education system will be culturally appropriate for the population and will provide maximum educational opportunities for citizens of all ages, including vocational training, adult education, and traditional academic programs.
3. Will have a quality of life with wider opportunities, warmer relations, open communication, and more combined enthusiastic involvement by all ethnic and economic groups.
4. Governments will be efficient and effective providers of basic public services while actively pursuing economic development, collaboration and inclusiveness.
5. Infrastructure will support economic development, education and quality of life for all of our residents and organizations.
6. Will have private sector leadership that listens, includes all ethnic groups, and works in partnership with government in the pursuit of education, economic development and quality of life for all residents.

CORE VALUES

Our citizens and the community will develop and use these core values as guideposts as we pursue our interdependent Visions and strategies.

- Positive Attitude
- Integrity
- Respect

- Faith in God
- Responsibility
- Appreciation of Diversity

KEY BENCHMARKS

- Create Prosperity
- Increase inclusiveness
- Increase adult education and training

These three Key Benchmarks will be used to measure "For A Better Tomorrow" each year. There will be some 30 Strategy Benchmarks developed by Vision Partners that will also be measured on an annual basis. Achieving the benchmarks will require working together, in an unprecedented way, on the strategies in the six interdependent foundations:

- Economic Development
- Education
- Government
- Quality of Life
- Infrastructure
- Private Sector Leadership

"For A Better Tomorrow" will identify the future desired by Upper Yakima Valley residents. Each year the Benchmarks will tell:

1. When we are successful and can celebrate
2. When we fall short of the benchmarks and the Vision Partners need to review, revise and refocus their Action Steps to accomplish the strategies.

These three Key Benchmarks are bold and will require the commitment and patient persistence of Upper Valley organizations and residents.

1. Create prosperity for all of our residents:

- a) Reduce the unemployment rate to 5% or less by reducing the number of unemployed by 820 net individuals per year.
- b) Reduce poverty by 1,750 net individuals per year until reaching the Washington State poverty rate.
- c) Increase private sector average earnings per job each year above the United States average percentage increase.
- d) Increase personal per capita as a percent of the United States each year.
- e) Add 3,000 net new jobs per year in 2002 with an increase of an additional 300 per year until reaching 4,500.

History used in setting the annual measurements

- Reduce Unemployment Rate – The Yakima unemployment rate has averaged 10.1% per year¹ for the last 4 years (1997-2000) and 11,500 individuals unemployed.

- Reducing the rate by 1/2 to 5% requires 5,750 net new jobs. The Vision Task Force chose 7 years to reduce this gap or 820 jobs per year.
- Poverty Reduction - In 1997, Yakima County had 40,192 individuals in poverty or 18.3% of the population. That was a decline of 3,521 from 1995. The Washington percentage in poverty was 10.2% and the United States was 13.3%. To reduce Yakima County to the Washington State average will require a net 17,488 reduction. Reducing by 1,750 per year will reduce the Yakima rate to the current Washington State rate in 10 years.
- Increase Private Sector Earnings Per Job – From 1980 to 1999, Yakima County had a 3.6% annual increase in private sector earnings per job. This compared to 4.4% for Washington and for the United States.
- Personal Per Capita Income- Personal per capita income is a total individual resident earnings divided by the total population. Total earnings include earnings from work, wealth, and government transfer payments.
- Yakima /County has declined 23.1% as a % of the US since 1975. In 1999, Yakima was 10.8% below Washington State.
- Net New Job Growth– From 1980 to 1999, Yakima County jobs averaged increasing by 1,700 net new jobs each year. This was 49% of 3,500 of young people ready for the job market each year. It was suggested that 1,500 people migrate into the county each year. This information and requirements to meet a) through c) would indicate a requirement for at least 3,000 net new jobs per year.

2. Increase inclusiveness and work together as one community.

This would include for example:

- Jobs
- Language
- Standard of living
- Non-bias
- Merits versus color of skin
- Respect and recognition
- Embrace diversity
- Service organizations
- Mentoring
- Communication
- Membership on Board of Directors

This will be measured by an annual scientific survey.

After the first survey, an annual target for improvement will be set by the Benchmark Team and approved by the Steering Committee. Issues that could be considered in developing the survey questions include those items listed above.

3. Increase higher education and adult skills training programs and total number of full-time and parttime students participating each year.

The annual increase in full-time and part-time students and programs or courses offered would be the annual measurement approved by the Steering Committee by July 2002.

Meeting these Key Benchmarks will require progress on strategies throughout the six interdependent foundation areas. These strategies will be implemented in Phase II beginning in February 2002.

Organizations throughout the Upper Valley will adopt these strategies as Vision Partners. They will develop Strategy Benchmarks that are in alignment with the Key Benchmarks and Action Steps for implementation.

PRIORITY ISSUES

The participants in the September 10, 2001 Community Meeting selected their Top Ten Priority issues to be addressed in the Vision foundations. The facilitator used this list during the Vision facilitation process in September and October 2001. These issues are addressed throughout the Vision and Strategies for the six interdependent foundations required to provide a comprehensive Strategic Plan for the Upper Valley and specifically as noted below.

	Priority Issues	Addressed in Vision Foundation
1.	Economic Development	Economic Development
2.	Education	Education
3.	Quality of Life	Quality of Life
4.	Government	Government
5.	Diversity & Race Relations	Quality of Life
6.	Self-Image	Quality of Life
7.	Infrastructure	Infrastructure
8.	Community & Government	Government
9.	Crime	Quality of Life
10.	Youth	Quality of Life

I. ECONOMIC DEVELOPMENT FOUNDATION

VISION

Before 2022, the Upper Valley will be globally competitive in economic development by involving all elements of our community and acting with a sense of urgency for improving the prosperity of all our residents and businesses.

Strategies

1. Maintain an aggressive marketing program to retain, expand and relocate value-added full-time jobs with benefits to the Upper Valley. (a value-added job is one that brings cash into the Upper Valley) Target at the following sectors:

Information Technology
Entrepreneurial Start-ups in Technology
Tourism
Destination Resorts
Telecommuters and Consultants
Healthcare
Higher Education
Food and Kindred Products
Metal Fabrication
Plastics
Wood Products
Wholesale Trade

2. Create an Upper Valley Port District.

3. Create a business friendly governmental, regulatory and tax climate that welcomes and assists businesses as they create jobs in the Upper Valley. This will include competitive incentives for job creation. Government will have a sense of urgency in helping businesses create new jobs for our residents with a customer service attitude!

4. Commit to make a continuous project of reducing poverty, including building a strong economy that provides full-time jobs with benefits that helps meet our earnings per job and unemployment Key Benchmarks.

5. Encourage all businesses in partnership with higher education to develop career paths that demonstrate the continuous training available for a young person or unskilled adult to achieve skills necessary to move into jobs that lead to higher earnings.

6. Help employees understand their responsibility to continuously increase skills in order to be competitive in the knowledge based "new economy".

7. Improve the visual "look" of our area.

8. Encourage and actively support the creation of entrepreneurial start-ups of value-added business and the expansion of existing and new small businesses.

9. Dramatically expand technology education and training required to be competitive in the targeted sectors. Create an advisory council of business people that advise K-12, higher education and training on skill requirements for employees in each business sector.

10. Provide a competitive supply of speculative technology office and industrial space and business/industrial parks that have a variety of sites ready for immediate construction.

11. Develop a technology incubator and technology park. Enlist the support of the Hanford Department of Energy contractors who have

technology transfer assistance programs. Consider the use of Hub zones.

12. Eliminate all stereotyping. Use our bilingual population as a positive competitive factor in job recruitment. Recognize that to meet our Key Benchmarks and Core Values, we must respect and include our growing minority populations.

13. Encourage agricultural businesses to develop new markets and niche products, increase productivity, use hedging and other financial techniques, increase use of technology, and new management techniques and assist in developing programs that results in full time jobs for employees. All of these should result in more stable and increasing earnings for farm proprietors and employees.

14. Use our historic district and its revitalization as an opportunity to provide craft jobs for young people.

15. The Upper Valley will be the regional health care center for Central Washington and serve as a center for the health products industry.

II. EDUCATION FOUNDATION

VISION

Before 2022: The Upper Valley education system will be culturally appropriate for the population and will provide maximum educational opportunities for residents of all ages, including vocational training, adult education, and traditional academic programs.

Strategies

A. Pre-Kindergarten

1. Ensure that all children are ready to enter kindergarten with good communication skills. This will be provided by parents; where needed families will be supported by an efficient and effective network of service providers.

2. Provide opportunities/programs to increase developmental assets for all children.

B. K-12

1. Expect all young people to graduate from high school or earn a certificate of mastery so they are ready to go to work, attend a technical college, or attend a university. Encourage all students to reach their maximum potential. Monitor every student for warning signs of declining performance and provide immediate alternative, remedial, or enrichment opportunities.

2. Ensure that each young person understands the wide variety of opportunities and careers available. Provide an opportunity for career assessment so that every young person can make an informed decision about his or her future. Ensure that students understand entrepreneurial opportunities.

3. Instill a strong work ethic, knowledge of basic life skills and personal financial skills.

4. Provide apprentice programs, internships, and technical curriculum that develops skills required by Upper Valley employers.

5. Provide alternative curriculum and programs that are based upon meeting the individual young person's needs, multiple abilities and learning style.
6. Expect all Upper Valley schools system to rank in the top half of the state. Develop consensus on testing standards and their value in improving performance.
7. Decrease the dropout rate.
8. Ensure that each young person has at least one adult mentor involved in their life. Where the parents need assistance, businesses, civic clubs, churches and other service organizations will provide effective mentoring.
9. Encourage parents to support the school system.
10. Expect parents to be accountable for instilling character and appropriate behavior in their children.
11. Eliminate mandatory busing by building required neighborhood schools.
12. Ensure that all school system staff is respectful and patient with our young people and create an exciting learning environment. Provide adequate discipline and teach students to be respectful.
13. Maintain a safe learning environment.
14. Provide opportunities/programs to increase developmental assets for all children.

C. Higher Education

1. Coordinate the delivery of traditional higher education, technical education, and adult skills training to meet the needs of the Upper Valley residents and employers and to facilitate meeting the Key Benchmarks.
 - Develop partnerships between public and private two and four year institutions to meet the needs of Upper Valley residents.
 - Make the Upper Valley a College Community.
 - Provide skills training that make the Upper Valley competitive in attracting our targeted job sectors.
 - Encourage all young people to access our growing education opportunities.
 - Provide re-training for workers who have lost their jobs.
 - Encourage individuals in the existing workforce to access the education system so they can acquire new skills that will lead to productivity increases
 - Eliminate illiteracy.
 - Make non-traditional classes "user-friendly" for working adults with children. User-friendly examples are night classes, help with child-care and provide transportation.

- Provide a central point of promotion for available education and training opportunities. This will include a "one-stop" opportunity for accessing financial support and family support for non-traditional students.
- Use the education and training system as the tool to reduce poverty.

2. Encourage businesses to provide intern opportunities for college students in the Valley.

C. General-All School Systems

1. Prepare all students with the knowledge, skills and attitudes needed to function effectively in a multi-cultural society.

2. Provide the resources required and encourage all non-English speaking young people and adults to learn the English language as quickly as appropriate. For English-speaking young people and adults, provide opportunities to learn additional languages, beginning in elementary school. Increase the number of volunteers who teach or tutor in language skills. Provide support required for adult involvement such as childcare and transportation. Promote the use of computers in libraries for learning language skills and other skills training.

3. Provide systematic and on-going diversity training for all education systems staff.

4. Eliminate racism and bias from all levels of the education system.

5. Require the public school systems to make all their facilities available for adult evening and weekend classes and for year round use of recreational and sports facilities.

6. Coordinate the education and training system in the Upper Valley. Ensure the most efficient and effective service delivery. Eliminate territorial and turf protection.

7. Develop business advisory groups that coordinate curriculum and skill requirements for the Upper Valley job sectors.

8. Promote the use of technology in libraries for learning language skills and other skills training.

9. Provide parenting education.

10. Ensure that our schools maintain an adequate supply of high quality teachers.

11. Encourage a uniform curriculum within Upper Valley school districts.

12. Encourage and provide opportunities for students to be active in community service.

III. QUALITY OF LIFE FOUNDATION

VISION

Before 2022, the Upper Valley will have a quality of life with wider opportunities, warmer relations, open communications, and more

combined enthusiastic involvement by all ethnic and economic groups.
Strategies

A. Diversity and Race Relations

1. Embrace our cultural and racial diversity as an asset. Use this diversity as a competitive advantage in creating prosperity for our residents. Encourage individuals to create pride by learning about their own culture and history.
2. Understand the difficulty of communications between people of different racial, cultural, and socioeconomic characteristics. Strive to build cross-cultural bridges that overcome these difficulties, increase communications and ensure that every voice is heard. Respect individuals who speak different languages and reach out to them in their own language. Develop understanding by attending Latino and other minority events.
3. Respect all races, understand that everyone is created equal, and eliminate isolation and ignorance. Commit to know about each other. Eliminate stereotypes and learned expectations of races and cultures. Create dialogue among our residents. (An example would be discussion groups that meet at libraries and talk about who we are and where we came from. Create understanding by telling your story and listening to others.)
4. Commit to examining the system of power and privilege. Change the leadership mix.
5. Challenge each person to be confident within themselves and to respect and get along with everyone. Recognize that it is easy to reach out: All you have to do is ask, "How can I help you?"
6. Celebrate and capitalize on diversity through cultural events, festivals and working on common problems together.
7. Set target membership percentages for minority involvement in service organizations and clubs.
8. Recognize that although Latinos are the predominant minority, there are many other minority cultures and groups represented.
9. Encourage our international visitors to interact with schools, civic clubs and other organizations to increase the appreciation of diversity.

B. Self Image and Sense of Community

1. Create a positive attitude and image.
2. Revitalize older neighborhoods and encourage middle-class professionals to utilize the area.
3. Maintain neighborhood organizations in every neighborhood that will help improve the neighborhood, community image and sense of community. Maintain "Neighborhood Watch" safety programs. Encourage diversity of housing within neighborhoods.
4. Recognize that improving our image is a community effort and involves our spirit. Remember we may have different racial and cultural backgrounds but we all are sales people and representatives of the

Upper Valley. Develop a non-judgmental attitude.

5. Appreciate and protect the assets and beauty of our area, including our historical sites.

6. Encourage the media to focus upon positive activities and contributions of Upper Valley residents.

7. Encourage the creation of neighborhood "pocket parks".

C. Healthcare

1. Provide high quality, efficient and affordable healthcare for all people through a combination of support and coordination between all healthcare providers. This should begin with emphasis on prevention, education and public information about making right lifestyle choices.

2. Ensure that basic public health services are available.

D. Crime and Safety

1. Provide a law and justice system that provides safety and a sense of security for all our residents.

2. Reduce substance abuse with emphasis on prevention.

3. Reduce spouse and child abuse.

4. Implement a comprehensive plan to ensure the safety of all citizens and organizations, from all high-risk threats (natural and man-made).

5. Eliminate gang activity and graffiti.

E. Family and Youth

1. Strengthen families. Ensure family-friendly policies that enhance marital and spiritual values.

2. Decrease teenage pregnancy

3. Become the premier service and education center for early childhood development communities in the state.

4. Use the 40 developmental youth assets model for improvement.

5. Involve youth in every part of the "For A Better Tomorrow" process.

6. Expect faith-based institutions to be major providers in meeting the moral and spiritual needs of Upper Valley residents.

F. Recreation, Arts, Culture, Entertainment & Activities

1. Implement a comprehensive Upper Valley recreation and parks master plan that encourages resident and tourist activities.

2. Encourage an increase in entertainment and other community activities.

3. Implement an arts and cultural master plan.

4. Develop a science center.G. Social Services

1. Provide a better and broader safety net for lowest income people. Create collaboration between agencies, providers, education, health care, and faith based institutions to provide needed services, and eliminate program duplication to utilize resources more efficiently and effectively. Constantly monitor the cost benefit ratio and productivity of programs, refocusing resources where required.

H. Volunteerism

1. Increase the number of volunteers and the efficiency and effectiveness of their activities. Encourage everyone to go outside their "comfort-zone" and look for opportunities to help, mentor, understand, teach and learn.

I. Elderly

1. Recognize that each individual is responsible for his/her own livelihood and retirement. Encourage each individual to prepare for the future through increased training and appropriate life style choices, saving accounts, appropriate health, life, disability and nursing home insurance. Provide a safety net for those who cannot provide for themselves that ensures each person in the Upper Valley has food, shelter, clothing, and health care. Support not only the elderly but the caregiver as well.

2. Attract and retain economically self-sufficient and stable retirees.

3. Increase recreational and educational opportunities for the elderly.

IV. GOVERNMENT FOUNDATION

VISION

Before 2022, the Upper Valley governments will be efficient and effective providers of basic public services while actively pursuing economic development, collaboration and inclusiveness.

Strategies

1. Encourage all levels of government in the Upper Valley to endorse "For A Better Tomorrow" and actively work to make the Strategies, Visions and Key Benchmarks reality while using the Core Values as guides in decision making. The seriousness and urgency of the residents' situation demand Upper Valley government support:

- high unemployment rate
- high poverty rate
- steadily increasing gap in average private sector earnings per job
- continuing decline in personal per capita income as a percentage of the U.S.

- continued out-migration of most educated and skilled young people
- change in racial and ethnic make-up

These declines have seriously impacted businesses profitability, social service provider's budgets and governments ability to continue to deliver high quality services and required infrastructure construction.

2. Ensure that Upper Valley governments promote economic growth with a sense of urgency. They should create a business-friendly climate through governmental actions, regulatory policy, incentive programs and tax measures with a customer service attitude that welcomes and assists businesses to create jobs in the Upper Valley.

3. Expect all governments to be more customer friendly, less intrusive and more accountable for results while providing efficient and effective public service.

4. Review existing local, state and federal rules, regulations and ordinances to determine their current applicability and whether there is a positive cost-benefit ratio. Eliminate unnecessary rules, regulations and ordinances and streamline the remainder to result in an increase in productivity, accelerating creation of new jobs and contributing to customer friendliness, effectiveness and efficiency.

5. Encourage all governments serving Yakima County to cooperate and collaborate to ensure success in meeting our Key Benchmarks, Visions and Strategies.

6. Consider coordinating or combining local government agencies or departments to eliminate service overlap and to conserve our limited resources.

7. Investigate innovative ways to reach out and communicate with citizens in time for citizen input before final decisions are made.

8. Encourage all citizens to vote. Help non-voters to understand the voting process.

9. Attract state and federal jobs and meetings to the Upper Valley.

10. Involve young people in government in elected positions, as volunteers and appointed positions.

11. Consider meeting times for all government meetings to maximize citizen participation.

12. Encourage Washington State, counties and cities to help create a more competitive economic development climate in Washington.

V. INFRASTRUCTURE FOUNDATION

VISION

Before 2022, the Upper Valley infrastructure will support economic development, education and quality of life for all of our residents and organizations.

Strategies:

1. Ensure that local government in the Upper Valley use "For A Better Tomorrow" as their Vision when creating or updating comprehensive plans.
2. Ensure a coordinated effort to build additional water storage projects in the Yakima Basin before 2007 that provides enough water for economic development of the Valley.
3. Provide all utilities required by the Key Benchmarks for the Upper Valley such as: potable water, sewage, waste management, recycling, electricity, solid waste, storm drainage and competitive communications technology.
4. Provide technology, office and industrial parks, a technology incubator and vacant space required to be competitive in economic development.
5. Implement a plan for revitalizing downtown that includes mixed use (i.e. housing and higher education).
6. Create incentives and enforce ordinances that result in a clean and beautiful community.
7. Simplify and expedite the process of transitioning farmland to higher uses including providing required infrastructure.
8. Provide attractive I-82 entrances and corridor.
9. Provide housing that is affordable for each family income level.
10. Build schools that result in young people attending neighborhood schools and stop forced busing.
11. Evaluate and enhance code enforcement to be more customer friendly, standard, sensitive and timely.
12. Build a high-speed mass transportation system that links the Valley to Seattle.
13. Provide public transportation that supports workers and students needs including a late night schedule and Sunday service.
14. Create guaranteed year-round highway transportation over Snoqualmie pass before 2007.
15. Provide better east-west transportation, including an overpass for Burlington Northern tracks.
16. Encourage diversity in our neighborhoods.
17. Pave all unpaved streets in urbanized areas of the Upper Valley.
18. Expand the airport and air service.
19. Maintain all public facilities including schools to protect and enhance their serviceability and value.
20. Revitalize and beautify the eastside of the City of Yakima.

VI. PRIVATE SECTOR LEADERSHIP FOUNDATION

VISION

Before 2022, the Upper Valley will have private sector leadership that listens, includes all ethnic groups, and works in partnership with government in the pursuit of education, economic development and quality of life for all residents.

Strategies:

1. Encourage all Upper Valley private sector organizations (for-profit and non-profit) to endorse "For A Better Tomorrow" and actively work to make the Strategies, Visions and Key Benchmarks reality while using the Core Values as guides in decision-making. Upper Valley Private Sector support is demanded by the seriousness and urgency of the residents' situation:

- high unemployment rate
- high poverty rate
- Change in racial and ethnic make-up
- steadily increasing gap in average private sector earnings per job
- continuing decline in personal per capita income as a percentage of the US
- continued out-migration of most educated and skilled young people

These declines have seriously impacted business's profitability, social service providers budgets and governments ability to continue to deliver high quality service and required infrastructure construction.

2. Encourage our business and organization leaders to make a continuous "project" of reducing poverty and high unemployment.

3. Expand, enhance and create leadership development programs that are more readily available to all our residents.

4. Encourage civic clubs and organizations to revitalize their rosters with programs that appeal to and meet the needs of young people and minorities.

5. Encourage the Chamber of Commerce to lead an annual City Visit program to develop an understanding of the best practices in other communities.

6. Develop more inclusive programs to mentor our young leaders.

7. Support our public and private leaders as they inevitably experience the conflicts and challenges of making difficult decisions in the best interest of the Upper Valley.

8. Involve pastors and their churches in implementing "For A Better Tomorrow".

9. Advocate well qualified candidates running for offices.

10. Promote the use of the elderly as mentors and volunteers.

**"FOR A BETTER TOMORROW"
UPPER VALLEY VISIONPhase I-GENERATING OUR SHARED
VISION FOR THE FUTURE**

- A. A diverse 34-person Steering Committee representative of the community was selected to guide the process.
- B. The facilitator interviewed 113 individuals on July 16-18, 2001.
- C. Over 300 people attended the Citizens Summit on September 10, 2001. Vision Partners and the news media publicized this public meeting. The participants selected their top ten issues to be considered by the Vision Task Force and selected 10 additional members for the Vision Task Force.
- D. The Steering Committee selected a diverse Vision Task Force from all sectors and geographic areas of Yakima County from persons nominated by the Steering Committee, Focus Group Interviewees and Stakeholders Summit participants.
- E. The 174-member Vision Task Force met during June 2001 and reached consensus on a draft Vision document with Community Core Values, Key Benchmarks, Visions, and Strategies. The draft will be edited and available for distribution on October 29, 2001.
- F. Vision Task Force members made presentations to 35 organizations with 1,500present. Many of these individuals provided comments and input to the draft document.
- G. The draft Vision document was presented to the public by the media. The Yakima Herald-Republic printed 46,000 copies of the draft January 3, 2002 asking for input. A Community Meeting was held for citizen input at 7:00 p.m. on January 14, 2002 (At Perry Technical Auditorium with 140 people present.
- H. As a result of all this input, more than 65 changes were made to the document.
- I. The Steering Committee approved the final Vision document, distribution will begin on January 24, 2002.

Phase II-COLLABORATIVE IMPLEMENTATION

- A. The "FOR A BETTER TOMORROW" Steering Committee will be diverse and community based to provide leadership during the implementation process.
- B. Private and public sector organizations of all kinds and individuals will be asked to endorse the Vision document and become Vision Partners. (February-April 2002)
- C. Vision Partners who endorse the Vision will be asked to identify those Strategies they can incorporate and effectively implement within their normal mission, purpose and scope of operations or in strategic alliances with other organizations. Each Vision Partner or Strategic Alliance will establish Strategy Benchmarks to facilitate annual measurement of progress and develop Action Steps for the specific Strategies they adopt. The Steering Committee and Benchmark Team will approve all Strategy

Benchmarks before their adoption as official "FOR A BETTER TOMORROW" Benchmarks. (April 2002-January 2003)

D. Strategy identification and acceptance by Vision Partners will be reviewed by the Steering Committee to ensure that the Priority Strategies have been covered within the time frames for effective implementation. Progress on every Strategy cannot begin immediately, but will be phased in over a 5 to 10 year period, as applicable.

E. Progress on Strategies will be communicated on a regular basis.

F. There will be an annual update of the Key Benchmarks and the Strategy Benchmarks measuring progress for each strategy adopted by Vision Partners and Strategic Alliances.

G. The leadership of the Implementation Process will continue to be diverse and community-based with management support and coordination provided by the Yakima Area Chamber of Commerce for at least a five-year period